



RESEARCH PAPER

Impact of Job Insecurity on Job Performance: Mediating role of Work Engagement

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ABSTRACT

The Pakistani financial sector is growing significantly over the past decades, due to an increase in the branches; competition between financial institutions has increased. In the era of stiff competition, the staff plays a significant role in financial sector competition. In line with this, the current study aims to find the impact of job insecurity on work engagement and job performance of employees working in the banking sector of Pakistan. For this purpose, data were collected from four hundred employees of the banking sector by using a self-administered questionnaire. Data were analyzed by using Statistical Package for the Social Sciences SPSS software. The frequency analysis, correlation, regression, t-test, ANOVA, and mediation analysis were performed on the collected data. The findings provide that job insecurity has a significant and negative impact on work engagement and job performance. Moreover, work engagement mediates the relationship between job insecurity and job performance. The study implications and limitations have also been discussed.

Keywords: Banking Sector, Job Insecurity, Job Performance, Work Engagement

Introduction

Due to intense competition in organizations employee feels uncertainty about job continuity (Hui & Lee, 2000). Usually, employees become more conscious about their jobs, due to the current worldwide economic recession (Hollon, 2010). According to a survey, workers ranked job uncertainty as the essential component regarding job satisfaction (Society for Human Resource Management, 2011). If managers fail to deliver reliable vacancies to their workers they are more likely to suffer negative emotional outcomes and work pressure that may influence their work endeavor (Jordan, Ashkanasy, & Hartel, 2002). Yet, with the intense variations in an organizational setting and an increasing number of temporary workers, and brief contracts of employment, job insecurity is developing and unavoidable in the present business setting (Sverke & Hellgren, 2002). It is essential to pursue useful policies to help workers deal with the insecurity of their job, therefore, they can stay involved and effective in their tasks, specifically in challenging economic circumstances. Work engagement is explained as a positive and emotional motivational state of self-actualization (Maslach, Schaufeli, & Leiter, 2001, p. 417) which is characterized by vigor, dedication, and absorption (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Vigor relates to working extremely energetically. Absorption refers to being fully focused and well-absorbed in work. Dedication relates to being strongly engaged in a task and experiencing a sense of inspiration, pride significance, enthusiasm, and challenge. Engaged workers find their tasks meaningful, energizing, and interesting and practice positive affect, with pleasure, joy, and passion (Bakker & Demerouti, 2008).

The present study aims to address the research gap and limitations. Much research has been done on job insecurity and job performance in different cultures. As, employees working in manufacturing firms situated in Italy (Piccoli, Reisel, & De Witte, 2019) and workers from Spanish and Austrian organizations (Sora, Höge, Caballer & Peiró, 2019). But

in Pakistan, very little research has been done on job insecurity and job performance among banking employees so there is a need to study and address this problem in Pakistani culture. The findings of the present study will help us to improve the performance of employees. The current study will explain how job insecurity and work engagement are related to the job performance of employees.

Literature Review

Job Insecurity

Job Insecurity relates to perceived insecurity about one's job continuity (Ashford, Lee & Bobko; 1989). Even when the worldwide economy is overcome, uncertainty is perceived to remain a fear to those workers whose careers are being substituted by artificial intelligence, automation, and robots (Lee, Huang & Ashford; 2018). Due to the structural and organizational changes such as downsizings and merges connected with the recent worldwide financial disasters have directed to expanded job crises and caused workers to feel insecure about their careers (Mucci, Giorgi, Roncaioli, Perez & Arcangeli; 2016).

Job Performance

Job Performance involves observable actions that people do in their professions that are related to the target of organizations (Campbell, McHenry, & Wise, 1990). Definitions of performance should focus on actions rather than consequences because the emphasis on consequences could lead workers to find the simplest way to attain the preferred outcomes, which is probably to be harmful to the organizations. After all, other imperative attitudes will not be considered (Murphy, 1989). Campbell, McCloy, Oppler & Sager (1993) explain that performance consists of the behavior that workers essentially involve in that can be observed.

Work Engagement

Work engagement is an affective-motivational and positive state of satisfaction that is described by vigor, dedication, and absorption (Schaufeli et al; 2001). Vigor indicates a high energy level and psychological flexibility, that allows one to give energy towards their task and tolerate threats. Absorption is defined as the existing state of being pleurably absorbed in the task. Dedication mentions one's healthy relation towards their task along with the perception of interest, self-confidence, excitement, and significance (Schaufeli, Salanova, González-Romá & Bakker; 2002).

Broaden-and-Build Theory

The broaden-and-build theory put forward that with positive feelings, engaged employees are capable to prepare the resources to meet the work demands, developing solid associations, and also performing healthily (Bakker & Bal, 2010). Moreover, engaged employees are further expected to establish the positive traits of personality on career (such as extraversion) that are particularly connected with encouraging reactions, for example, devotion, vigor, and joy, that can positively influence their performance.

Impact of Job Insecurity on Job Performance

Uncertainty about the continuity of a job negatively relates to organizational obligation, career fulfillment, participation in a career, and the well-being of the organization (Cheng & Chan, 2008; Sverke et al., 2002). But much research on the association between uncertainty and workers, and work-related presentation has revealed mutual assumptions. Researchers claimed that a negative association between uncertainty and performance originated in past research can approve the evidence that represents employees who practice uncertainty can survive with the use of energy and manage their performance therefore they supposed as valued by management (Sverke et al., 2002). However, workers'

observable responses to uncertainty are persistent by different aspects like these responses further relying on that, how workers are treated by their organizations (Sverke, Hellgren & Näswall; 2002). Therefore we proposed the following hypothesis:

H1: Job Insecurity has a negative impact on Job Performance.

Impact of Job Insecurity on Work Engagement

Work Engagement may be observed as the energetic state in which a worker practices positive job-related distress and sharp inspiration (Parker & Griffin, 2011; Warr & Inceoglu, 2012). Job uncertainty as a source of anxiety appears from two aspects: firstly, perceived the current job as risk, and secondly the fear of changing the characteristics of the job (De Cuyper & De Witte; 2006). When workers go through job insecurity they generally believe that it is worthless to consume energy and resources to deal with the stress of uncertainty so, there is no inherent motivation to cope with job insecurity. At this moment, people are expected to cope with uncertainty through negative behaviors such as engagement reduction or job withdrawal (Wang & Zhang, 2016) Moreover, some researchers originate that due to the restriction of internal assets, persons generally use less sufficient resources and energy to cope with external gravity, resulting in lower engagement (Dawson, O'Brien, & Beehr 2016) Therefore we proposed the following hypothesis:

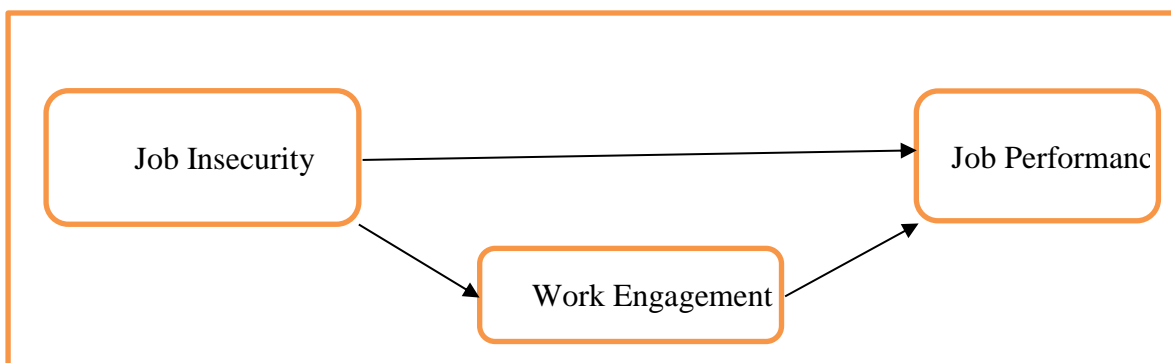
H2: Job Insecurity has a negative impact on Work Engagement

The mediating role of Work Engagement in the relationship between Job Insecurity and Job Performance

Engaged workers find their tasks meaningful and interesting with positive affect, enthusiasm, joy, and happiness (Bakker & Demerouti, 2008). Therefore, Work Engagement can be perceived as an active state in which worker feels the positive task-related impact and improved motivation (Parker & Griffin, 2011; Warr & Inceoglu, 2012). Anxious workers will not be entirely involved in the task, because they are anxious about outcomes. Slightly, they have more stress, irritation, and prevention (Kiefer, 2005), with less inspiring encouragement (Wiesenfeld et al, 2001). Longitudinal research has evidenced that ambiguity is undesirably related to every aspect of work engagement (Mauno, Kinnunen, & Ruokolainen, 2007). Therefore we supposed the following hypothesis:

H3: Work Engagement mediates the relationship between Job Insecurity and Job Performance

Proposed Model



Material and Methods

Population

The population of this study was bank employees working in Pakistani banks. The banks included in this study were; the National Bank of Pakistan, Habib Bank Limited, United

Bank Limited, Multinational Commercial Bank, Meezan Bank, Bank Alfalah, Soneri Bank, Allied Bank, Habib Metro Bank, JS Bank, ZTBL, DIB, Bank of Punjab, Samba Silk Bank, Askari Bank. The sample for the current study was four hundred employees working in branches. Purposive convenient sampling was used.

Research Design

A cross-sectional research design was used.

Data Collection Method and Procedure

The self-administrative questionnaire was used to get a response from employees working in branches. The questionnaire was used to gather primary data, using structured, closed-ended questions. An online survey (Google docs) was distributed via email, and WhatsApp groups of employees and requested them to circulate the link to other employees.

Measures of Variables

Job insecurity was measured with five items developed by Francis & Barling., (2005). Similarly, work engagement was measured with the short version consisting of nine items of the Utrecht was used (Schaufeli et al., 2006). Each dimension of work engagement (Vigor, dedication, and absorption) contains three items. Finally, the dependent variable is self-reported Job performance assessed by 4 items developed by (Bright, 2007).

Results and Discussion

Descriptive Statistics

In these sections the descriptive statistics of the demographic variables, including Bank name, gender, age, marital status, education, bank experience, and industry experience.

Bank Name

Data were collected from staff employed in different banks in Pakistan. Specifically, 18 respondents were working at the National Bank of Pakistan, 32 employees were working at Habib Bank Limited, and 57 workers were occupied by United Bank Limited. Additionally, 23 respondents were working in Meezan Commercial Bank, 31 employees were working in Bank Alfalah, 43 workers were working in Meezan Bank, 11 respondents were occupied in Bank Al Habib, 20 employees were from Soneri Bank, further 83 workers were working in Allied Bank Limited, 15 respondents were working in Habib Metro Bank and 67 respondents were working in other banks of Pakistan shown in Table 1.

Table 1

Bank Name	Frequency	Percent
NBP	18	4.5
HBL	32	8.0
UBL	57	14.3
MCB	23	5.8
BAF	31	7.8
MEEZAN BANK	43	10.8
BANK ALHABIB	11	2.8
SONERI	20	5.0
ABL	83	20.8
HABIB METRO	15	3.8
OTHER	67	16.8
TOTAL	400	100.0

Data was gathered from both male and female staff employed in different Pakistani banks. More specifically, three hundred and thirty-one or 82.8 percent of respondents are male, whereas, sixty-nine or 17.3 percent of employees were female shown in Table 2.

Table 2
Gender

	Frequency	Percent
Male	331	82.80
Female	69	17.30
Total	400	100.00

Data was gathered to check the gender of the respondents. Specifically, 193 respondents of the study are single, whereas, 207 employees were married at the time of data collection; the same is shown in Table 3.

Table 3
Marital Status

	Frequency	Percent
Single	193	48.3
Married	207	51.8
Total	400	100

The age of the workers differs from twenty-two to forty-four years. Specifically, table 4 shows that one hundred and two workers were aged between 22 to 27 years. One hundred and seventy-nine employees were of age between 28-33 years. One hundred and ten employees were between the age of 34-39 years. Nine workers were aged between 40-45 years.

Table 4
Age

	Frequency	Percent
22-27	102	25.5
28-33	179	44.8
34-39	110	27.5
40-45	9	2.3
Total	400	100.0

The employees of the current study have academic qualifications i.e. Graduation, Master, MS/MPhil, and others. Specifically, table 5 shows that 50 employees are having bachelor's degrees. Further, two hundred and thirty-eight workers are having master's degrees. Additionally, one hundred and seven employees are having MPhil/MS degrees. Lastly, 5 employees were having other educational experiences. These are given below:

Table 5
Education

	Frequency	Percent
Bachelor	50	12.5
Master	238	59.5
Ms/M.Phil	107	26.8
Other	5	1.3
Total	400	100.0

The employees of this study have different experiences in the bank. More specifically, in the range, of 1-6 years, three hundred and twenty-five employees belong, sixty-three employees were having experience between 7-12 years, and twelve respondents were having experience between 13-18 years. These are shown in table 6:

Table 6
Bank Experience

	Frequency	Percent
1-6	325	81.3
7-12	63	15.8
13-18	12	3.0
Total	400	100.0

The employees of this study have different experiences in the banking industry. More specifically, table 7 shows that two hundred and forty-eight employees had experienced between 1-6 years, ninety-four employees had experienced between 7-12 years, and fifty-eight staff had experienced between 13-18 years. These are given below:

Table 7
Industry Experience

	Frequency	Percent
1-6	248	62.0
7-12	94	23.5
13-18	58	14.5
Total	400	100.0

To check the reliability Cronbach's Alpha was used. Cronbach's Alpha values were more than 0.70 which indicates the measures are reliable. The findings are shown in table 8 according to the parameter proposed by Nunnally in 1967.

Table 8
Reliability Analysis

Variable	No of Items	Alpha
Job Insecurity	5	.805
Work Engagement	6	.876
Job Performance	4	.800

In the current section, the relationship between Job Insecurity, Work Engagement, and Job Performance is to be measured. So, correlation analysis was employed to find the relationship among the studied construct. The below finding shows that the independent variable (Job Insecurity), Mediator variable (Work Engagement), and Dependant variable (Job Performance), results are shown in Table 9.

Table 9
Correlation Analysis

	JIM	WEM	JPM
JIM	1	-.391**	-.325**
WEM		1	.504**
JPM			1

In the current section, regression analysis was used to find the impact of Job Insecurity on work engagement and Job performance, further, the impact of work engagement on job performance, and summarized results are presented in table 10.

Table 10
Regression Analysis

Ind variable	Dependent variable	Beta	t	P	R2	Hypothesis
JIM	JPM	-.325	-6.850	.000	.103	Supported

JIM	WEM	-.391	-8.481	.000	.151	Supported
WEM	JPM	.504	11.650	.000	.252	Supported

Mediation Analysis

The mediation of Work engagement association between job insecurity and job performance was measured by following the technique of Baron and Kenny's (1986) Mediation. Table 11 provides that firstly, job insecurity has a significant impact on job performance. Secondly, job insecurity has a significant impact on work engagement. Finally, the relationship between job insecurity and job performance becomes weaker in the presence of work engagement (Beta is reduced from 0.325 to 0.151) but remains significant, therefore, work engagement partially mediates the relationship between job insecurity and job performance, so there would be partial mediation.

Table 11
t-statistics

Model	Ind. Variable	Dependent variable	Beta	t	P
1	JIM	JPM	-.325	-6.850	.000
2	JIM	WEM	-.391	-8.481	.000
3	JIM	JPM	-.151	-3.238	.001
	WEM		.445	9.582	.000

Table 12
Mean, stand. Deviation, t-value, and p-value for the score of Job Insecurity among male and female employees.

Scale	Group	N	M	S.D	t	P	95% Confidence interval of difference		Cohen's d
							Lower	Upper	
JIM	Male	331	2.01	.481	-2.211	.028	-.265	-.016	0.29
	Female	69	2.15	.477			-.266	-.015	

P<0.05 Results show in table 12 that there are significant differences in job insecurity among male and female employees. Female workers have more job insecurity than male employees (Females M=2.15 and Males M=2.01).

Table 13
Mean, standard deviation, t-value, and p-value for the score of work engagement among gender.

Scale	Group	N	M	S.D	t	P	95% confidence interval of difference	
							Lower	Upper
WEM	Male	331	3.92	.495	1.717	.087	-.016	.234
	Female	69	3.81	.407			-.002	.220

P>0.05

The finding in table 13 indicates that there is no significant difference in work engagement among gender. (Females M=3.81 and Males M=3.92).

Table 14
Mean, standard deviation, t-value, and p-value for the score of job performance among gender.

Scale	Group	N	M	S.D	t	P	95%confidence interval of difference	
							Lower	Upper
JPM	Male	331	3.91	.389	1.190	.235	-.040	.164
	Female	69	3.85	.405				

p>0.05

Table 14 shows there are no significant differences in job performance among gender. (Females M=3.85 and Males M=3.91).

Table 15
Mean, standard deviation, t-value, and p-value for the score of Job Insecurity among marital status.

Scale	Group	N	M	S.D	t	P	95%confidence interval of difference	
							Lower	Upper
JIM	Single	193	2.02	.477	-.717	.474	-.130	.060
	Married	207	2.05	.488				

P>0.05

Table 15 shows there are no significant differences between single and married employees. (Single M= 2.02 and Married M= 2.05)

Table 16
Mean, standard deviation, t-value, and p-value for the score of work engagement among single and married employees.

Scale	Group	N	M	S.D	t	P	95%confidence interval of difference	
							Lower	Upper
WEM	Single	193	3.95	.484	1.698	.090	-.013	.176
	Married	207	3.86	.478				

P>0.05

Table 16 shows there is no significant difference in the marital status of employees. (Single M= 3.95 and Married M= 3.86)

Table 17
Mean, standard deviation, t-value, and p-value for the score of job performance among single and married employees.

Scale	Group	N	M	S.D	t	P	95%confidence interval of difference		Cohen's d
							Lower	Upper	
JPM	Single	193	3.95	.417	2.197	.029	.009	.163	0.23
	Married	207	3.86	.363					

P<0.05

Table 17 shows there is a significant difference in the marital status of employees. Single employees have better performance than married employees. . (Single M= 3.95 and Married M= 3.85)

Table 18
One-way (ANOVA) for the scores of job insecurity, work engagement, and job performance among the age of bank staff

Variation Source	SS	df	MS	F	P
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	Between Groups	2.648	.20	.132	.556	.940
JIM	Within Groups	90.196	379	.238		
	Total	92.844	399			
	Between Groups	4.190	20	.209	.897	.591
WEM	Within Groups	88.501	379	.234		
	Total	92.691	399			
	Between Groups	3.662	20	.183	.744	.780
JPM	Within Group	57.332	379	.151		
	Total	61.323	399			

p>0.05

The above table 18 shows the results of ANOVA on the scales of Job insecurity, Work Engagement, and job performance among the different age groups of the bank employees. The p-value given in the results of the ANOVA table of job insecurity, work engagement, and job performance is greater than 0.05 which shows there is no significant difference in job insecurity, work engagement, and job performance of different age groups.

Table 19
One-way (ANOVA) for the scores of job insecurity, work engagement, and job performance among education of bank employees

	Variation source	SS	df	MS	F	P
	Between Groups	.611	3	.204	.875	.454
JIM	Within Groups	92.233	396	.233		
	Total	92.844	399			
	Between Groups	.856	3	.285	1.230	.298
WEM	Within Groups	91.835	396	.232		
	Total	92.691	399			
	Between Groups	.213	3	.071	.290	.833
JPM	Within Group	61.242	396	.155		
	Total	61.323	399			

p>0.05

The above table 19 shows the results of ANOVA on the scales of Job insecurity, Work Engagement, and Job Performance among the different education groups of the bank employees. The p-value given in the results of the ANOVA table of job insecurity, work engagement, and job performance is greater than 0.05 which shows there is no significant difference in job insecurity, work engagement, and job performance of different education groups of respondents.

Table 20
One-way (ANOVA) for the scores of job insecurity, work engagement, and job performance among bank-experienced employees

	Variation source	SS	df	MS	F	P
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	Between Groups	2.243	14	.160	.681	.793
JIM	Within Groups	90.601	385	.235		
	Total	92.844	399			
	Between Groups	2.854	14	.204	.874	.588
WEM	Within Groups	89.837	385	.233		
	Total	92.691	399			
	Between Groups	2.308	14	.165	1.075	.378
JPM	Within Group	59.015	385	.153		
	Total	61.323	399			

p>0.05

The above table 20 shows the results of ANOVA on the scales of Job insecurity, Work Engagement, and job performance among the bank's experienced employees. The p-value given in the results of the ANOVA table of job insecurity, work engagement, and job performance is greater than 0.05 which shows there is no significant difference in job insecurity, work engagement, and job performance among the bank experience of employees.

Table 21
One-way (ANOVA) for the scores of job insecurity, work engagement, and job performance among industry-experience of bank employees

	Variation source	SS	df	MS	F	P
	Between Groups	3.534	17	.208	.889	.587
JIM	Within Groups	89.310	382	.234		
	Total	92.844	399			
	Between Groups	3.256	17	.192	.818	.672
WEM	Within Groups	89.436	382	.234		
	Total	92.691	399			
	Between Groups	2.330	17	.137	.888	.589
JPM	Within Group	58.992	382	.154		
	Total	61.323	399			

p>0.05

The above table 21 shows the results of ANOVA on the scales of Job insecurity, Work Engagement, and job performance among the industry experience bank employees. The p-value given in the results of the ANOVA table of job insecurity, work engagement, and job performance is greater than 0.05 which shows there is no significant difference in job insecurity, work engagement, and job performance among the industry experience of bank employees.

The present study aims to find the impact of job insecurity on job performance and the role of work engagement as a mediator variable. Results were found mostly in the

support of assumptions. Correlation analysis was used to test the relationship between Job Insecurity and Job Performance. The results of the current study are similar to previous studies in which job insecurity negatively relates to job performance (Callea, Urbini, & Chirumbolo. 2016). It might possible when workers don't feel secure about their jobs they observe negative emotions that's why it carries undesirable task-related outcomes.

It was assumed that job insecurity will have a negative impact on job performance. Regression analysis was used to test our hypotheses. Result supported this assumption ($P=.000<0.05$). (Hayyat, Batool, Hayyat, and Bhatti. 2019) found in their study that workers feel stress and instability have a direct relationship with burnout. It can possible that Job insecurity negatively affects the attitude and behaviors of employees when employees are not having job security then they observe emotional exchange.

It was hypothesized that job insecurity will negatively impact work engagement. Results supported this assumption ($P=.000<0.05$). (Guarnaccia, Scrima, Civilleri, & Salerno, 2018) shows similar results that job insecurity negatively relates to work engagement. It might possible when employees are not feeling secure about their jobs they show no interest in involvement with low self-esteem, lack of organizational commitment, low career fulfillment, and encouragement has established negative attitudes towards the job.

In the present study, it was assumed that work engagement will mediate the relationship between job insecurity and job performance. Results were found in the support of hypotheses. Similar findings have emerged from the study of (Wang, Lu & Siu. 2015) in which work engagement mediates between job insecurity and job performance. It might be possible anxious workers will not be entirely involved in the task, because they are anxious about outcomes. Slightly, they have to qualify for more stress, irritation, and prevention with less inspiring encouragement.

Conclusion

The present study concluded that job insecurity significant negative impact on employees' performance. Job insecurity negatively relates to work engagement. Moreover, Work engagement mediates the relationship between job insecurity and job performance. we can conclude from the above literature supports the association between work engagement and employee performance. Workers who feel strong, vital, and enthusiastic about their work, reveal better extra role and role performance. As result, engaged employees feel superior financial results, and highly satisfied customers and clients.

Implications and Limitations

The current study focused on finding the impact of job insecurity on job performance. However, there is a need to study the antecedents to understand the causes of job-related insecurity. Future studies should find the causes and possible solutions to job insecurity. Similarly, the present study considered job performance, which is a generic term. Future studies should specifically operationalize job performance such as job productivity, job efficiency, and job effectiveness. The current study focused on employees in the banking sector. Future studies should focus on the employees of other sectors such as telecom, manufacturing, and other services sector. Additionally, the present study has taken work engagement as a mediator, future studies can consider work engagement as a moderator or independent variable. Moreover, the consequence of other contextual variables such as organizational culture, supervisor support, and emotional instability, need to be discussed in future studies.

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